

# THE BULLETIN

UNIVERSITY OF TORONTO

AUGUST 21, 2007 • 61ST YEAR • NUMBER 2

## Young to Become VP of Research

By Maria Saros Leung

PROFESSOR PAUL YOUNG HAS BEEN appointed U of T's new vice-president (research) beginning Nov. 1.

Young is currently chair of civil engineering and holds the Keck Chair of Seismology and Rock Mechanics. An outstanding scientist and teacher, Young was elected a fellow of the Royal Society of Canada earlier this year in recognition of his scholarly accomplishments.

"I am delighted that Paul Young has accepted this pivotal appointment," said President David Naylor. "Professor Young is a first-class scholar with extensive administrative and research policy experience in the U.K. and Canada. He is strongly committed to interdisciplinary research and education and is an excellent team-builder. Paul is also keenly interested in understanding and advancing the full range of scholarship at the University

of Toronto."

Young was recruited to the university in 2002 as the founding director of the Lassonde Institute — an international centre of excellence that draws on expertise across multiple disciplines. As chair of civil engineering, he led the development of the department's new framework for urban engineering — building cities that work for people. His leadership of the department was singled out for high praise by external reviewers in 2005 and 2006.

He was previously chair of earth sciences at the University of Liverpool and head of earth sciences at Keele University. He also established the Geomechanics and Rock Physics Laboratory at Queen's University in Kingston, Ont.

Naylor noted that Young's enthusiastic and inspirational leadership of multinational and multidisciplinary research teams

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## Pan Ams Golden for Woodsworth Student

By Maria Saros Leung

ALEXANDRA ORLANDO, A commerce student at Woodsworth College, won three gold medals in rhythmic gymnastics at the 2007 Pan Am Games in Rio De Janeiro, Brazil, making her the most decorated athlete on the Canadian team.

Orlando gave exemplary performances in three categories of rhythmic gymnastics — rope, clubs and hoop. The wins meant vindication after a devastating setback. During the all-around team preliminaries, her ribbon became detached from its handle. The equipment malfunction meant an automatic zero score and eliminated her from both the individual ribbon apparatus final and the individual all-around final, where she was favoured to win gold.

For her grace and resilience, Orlando was bestowed the honour of flag-bearer for Canada's team during the games' closing ceremonies.

Orlando is considered Canada's pre-eminent rhythmic gymnast. She brought home six gold medals from the 2006 Melbourne Commonwealth Games and set a record for being the first person at a single Commonwealth Games to earn a gold medal in each discipline within rhythmic gymnastics — rope, ball, ribbon, clubs and all-around as well as in the (national) team category. She was also chosen to carry the Canadian flag at the closing of the games. In 2006, she co-authored *Alexandra Orlando: In Pursuit of Victory*, a book chronicling her competitive career from her start in rhythmic gymnastics to the record-setting win.

## WIND-POWERED DREAMS



Barry Rawn, a doctoral student in the Department of Electrical and Computer Engineering, believes engineers have a significant role to play in developing sustainable energy infrastructure.

## Protecting Students' Privacy in Class

By Rafael Eshenazi

THE UNIVERSITY WILL SOON welcome new and returning students and collect and use some of their personal information.

Faculty and staff can collect personal information necessary for university functions if they notify individuals of intended uses of their information to help them make informed choices.

The university's general notice of collection (on ROSI; [www.rosi.utoronto.ca/](http://www.rosi.utoronto.ca/)) covers most uses of personal information, as follows: "The University of Toronto respects your privacy. Personal information that you provide to the University is collected pursuant to section 2(14) of the University of Toronto Act, 1971. It is collected for the purpose of administering admissions, registration, academic programs, university-related student activities, activities of student societies, financial assistance and awards, graduation and university

advancement, and for the purpose of statistical reporting to government agencies. At all times it will be protected in accordance with the *Freedom of Information and Protection of Privacy Act*. If you have questions, please refer to [www.utoronto.ca/privacy](http://www.utoronto.ca/privacy) or contact the University Freedom of Information and Protection of Privacy Coordinator at 416-946-7303, McMurrich Building, room 201, 12 Queen's Park Crescent West, Toronto, ON, M5S 1A8."

Activities not covered by this notice require additional notice to affected individuals. Additional notice can be given in media such as calendars, syllabuses, course outlines and descriptions or initial course lectures.

Activities requiring additional notice may include:

- student evaluation of each other's work
- group work where students receive the same grade
- disclosure/sharing of students' personal information

- video recording/photographing of students
- sensitive information; immunization status, criminal record, security clearance
- surveys/questionnaires
- online communities, discussion groups
- information for non-university bodies; professional colleges, honour societies.

For mandatory program activities, notice alerts individuals that participation requires disclosure or use of their personal information. Notices must describe the personal information and its expected uses and provide a contact person for questions. Where course lectures will be videotaped, the syllabus might indicate:

"Lectures will be videotaped for remote learning use. The camera will not cover the entire class. You can elect to sit in an area to be videotaped or one that is not. Please address questions about

— See PROTECTING Page 4 —

### CALL FOR PARTICIPATION

#### NEW FACULTY ORIENTATION

AN ORIENTATION SESSION FOR FACULTY, "BEGINNING TEACHING AND RESEARCH at the University of Toronto," will be held Sept. 5 and will address teaching, research and career progression issues. Space for this event is limited and advance registration is required. For more information and for registration please visit the Office of Teaching Advancement's website at: [www.utoronto.ca/ota/events/NFO.html](http://www.utoronto.ca/ota/events/NFO.html).

## IN BRIEF



### NEW SOLAR CAR DESIGN REVEALED

UNIVERSITY OF TORONTO BLUE SKY SOLAR RACING UNVEILED ITS FIFTH GENERATION solar-powered vehicle — its first two-person design — Aug. 9 at Hart House. The vehicle, named Cerulean, was designed and built by U of T students from across all three campuses and incorporates what Blue Sky managing director Andreas Marouchos calls “the world’s best” solar panels, the type that are found on satellites or space vehicles. The panels and the design will allow the car to reach speeds of 140 kilometres per hour using only a two horsepower engine. The Blue Sky team will compete with Cerulean in the Panasonic World Solar Challenge Oct. 21 to 28, crossing the Australian continent in a race against 30 other solar cars. Meanwhile, the car will be on display daily at the Canadian National Exhibition.

### UNIVERSITY-HOSPITAL PARTNERSHIP SETS STAGE FOR DIABETES DISCOVERIES

AN INNOVATIVE NEW PARTNERSHIP BETWEEN THE UNIVERSITY HEALTH Network and the University of Toronto’s Banting & Best Diabetes Centre will enhance diabetes education, research and patient care and expand the search for a cure. The collaboration between UHN and BBDC will allow both organizations to bring together experts with diverse backgrounds and expertise from across the university and the Faculty of Medicine’s 10 fully affiliated hospitals and 11 community sites to collaborate on innovative prevention and treatment strategies. The UHN-BBDC partnership, which will be housed at UHN’s Toronto General Hospital site, continues a tradition in diabetes research and care that dates back to the 1921 discovery of insulin by the Nobel-winning team of Drs. Frederick Banting and Charles Best, who conducted their research at the University of Toronto and treated patients at Toronto General Hospital. A major focus of the new BBDC-UHN collaboration will be the search for a cure through the promise of innovative islet cell biology and stem cell research.

### NEW VERSION OF U OF T OPEN SOURCE SOFTWARE AVAILABLE

THE KNOWLEDGE MEDIA DESIGN INSTITUTE (KMDI) AT THE UNIVERSITY OF TORONTO launched the latest version of ePresence Interactive Media Aug. 15. Tagged as “the world’s first open source webcasting, conferencing and rich media publishing solution,” this open source software, administered by KMDI and owned by the university, has been developed over the last seven years. ePresence, developed in part with the support of an NSERC research network grant, is used all over the world by universities, hospitals, companies and independent users. With version 4.0, users now have access to ePresenceTV, a portal that enables them to link their published presentations to the ePresence website and attract the interest of a greater virtual audience. ePresenceTV (<http://epresence.tv>) receives thousands of hits per week and offers presentations in various categories, including technology, education, health, science, politics and entertainment. Because ePresence is an open source initiative, users can download and use the software for free.

## THE BULLETIN

UNIVERSITY OF TORONTO

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## AWARDS & HONOURS

### FACULTY OF ARTS & SCIENCE

PROFESSOR JEFFREY ROSENTHAL OF STATISTICS IS THIS YEAR’S winner of the Committee of Presidents of Statistical Societies’ Presidents’ Award, the most prestigious honour bestowed by COPSS. Established in 1976, the award is given annually to a statistician under the age of 40 in recognition of outstanding contributions to the profession. Rosenthal received the award Aug. 1 during the joint statistical meetings in Salt Lake City, Utah.

### FACULTY OF FORESTRY

PROFESSOR SHASHI KANT HAS BEEN SELECTED TO RECEIVE the Canadian Institute of Forestry’s 2007 Canadian Forestry Scientific Achievement Award in recognition of his many accomplishments in his professional life and career and his dedication and contributions to forest science and research in Canada. Kant will be publicly recognized with the award at the institute’s awards luncheon Aug. 20 in the Great Hall of Hart House during the Forests in Settled Landscapes conference.

### FACULTY OF MEDICINE

PROFESSOR AVRUM GOTTLIEB OF LABORATORY MEDICINE and pathology has been elected to a three-year term as vice-president for science policy of the Federation of Societies of Experimental Biology effective July 1. The federation, consisting of 21 societies and more than 80,000 members, advances biological sciences through collaborative advocacy for research policies that promote scientific progress and education and lead to improvements in human health.

PROFESSOR PU-YUEN WONG OF LABORATORY MEDICINE and pathology is the winner of the 2007 Carl Jolliffe Award for lifetime achievement in clinical or diagnostic immunology. Instituted in 2006 by the clinical and diagnostic immunology division of the American Association of Clinical Chemistry, the award is given in recognition of outstanding contributions in service or education in the area of immunology or immunodiagnostics. Wong received the prize during the association’s meeting July 15 to 19 in San Diego, Calif.

### U OF T MISSISSAUGA

CARMEN BYRON, RESEARCH AND FINANCIAL ADMINISTRATOR in the research and graduate office, has been named the winner of the Staff Service Award, established to recognize service to UTM that exceeds job parameters; Professors Angela Lange of biology and Bruce Schneider of psychology are co-recipients of the Research Excellence Award, given in recognition of excellence in research at UTM; and Vedran Lovic, a teaching assistant in psychology, is the winner of the Teaching Excellence for TAs Award, recognizing publicly the contributions teaching assistants make towards the achievement of excellence in undergraduate education, while Arnold Rosenbloom, a senior lecturer in mathematical and computational sciences is the recipient of the Teaching Excellence Award for faculty, recognizing excellence in undergraduate teaching at UTM. A reception will be held in the fall to honour all award winners.

PROFESSOR MARLA SOKOLOWSKI OF BIOLOGY IS THIS YEAR’S winner of the William F. Grant and Peter B. Moens Award of Excellence, given by the Genetics Society of Canada to provide collective, formal recognition by the membership of the society for the excellent and distinguished contributions of a professional geneticist to genetic research and/or teaching and to foster excellence in genetics in Canada. Sokolowski received the award June 20 during the society’s annual conference in Montreal.

### UNIVERSITY OF ST. MICHAEL’S COLLEGE

PRESIDENT RICHARD ALWAY HAS BEEN APPOINTED BY Prime Minister Stephen Harper to an unprecedented third five-year term as chair of the Historic Sites and Monuments Board of Canada. The board advises the government on the commemoration of nationally significant aspects of Canadian history and is responsible for the burgundy commemorative plaques familiar to visitors to historic places across the country. Under his tenure as chair, the government has also begun to commemorate important events outside Canada such as the Dieppe Raid, the Liberation of the Netherlands and the Battle of Vimy Ridge.

## U of T to Stay Up Late for Nuit Blanche

By Maria Saros Leung

U OF T’S ST. GEORGE CAMPUS WILL be illuminated by a showcase of contemporary and visual art during Scotiabank Nuit Blanche Sept. 29.

Dubbed by organizers an “all night contemporary art thing,” Nuit Blanche will transform the St. George campus from sunset at 7:03 p.m. until dawn. This is the second year U of T has taken part in the free event.

“This year’s event promises to be even better and more exciting,” said Vanessa Laufer, special projects officer in the provost’s office. “We’ve tried to create a framework for these different events so that they interconnect more with one another.”

Art explorers will be treated to a multitude of offerings created by U of T faculty, staff, students and alumni. Hart House will be transformed into Night School, a series of performances and installations

by artists interested in reverse pedagogy, subversive lecturing and sliding departments — astrology to astronomy and alchemy to chemistry, for instance. For those brave enough, a slow dance with the teacher is also slated.

“We also have more student works this year,” Laufer said. “A select group from Atom Egoyan’s class will present a dynamic selection of performance pieces and films in and around the Helen Gardiner Phelan Playhouse.”

The quadrangle at University College will become Emergency Room Recruiting Centre, an exhibition-event that will see artists creating works that respond to news as it happens on site. This demonstration of extreme contemporary art will shift on an hourly basis, with a demonstrable political theme.

Those looking for aural as well as visual stimulation need look no further than the Faculty of Music’s lobby for *Awakening the Electronic*

Forest. The multimedia installation will combine sound, poetry, dance and visual art and provide audience members with the opportunity to awaken sleeping forest spirits through spoken word and electronic music.

U of T’s three downtown galleries — the Justina M. Barnicke Gallery, the University of Toronto Art Centre and the Eric Arthur Gallery — will also be open throughout the night.

While Nuit Blanche is a city-wide event, Laufer says U of T is well poised to create an exhilarating experience for attendees. “With our incredible number of art programs and theatres and galleries, U of T is unquestionably an avenue of the arts. We have an exciting array of events planned that may surprise some participants.”

Visit [www.arts.utoronto.ca/nuitblanche.htm](http://www.arts.utoronto.ca/nuitblanche.htm) for a full list of Nuit Blanche 2007 venues, artists and curators.

## Students Pump It Up on Orientation Day

By Michelle MacArthur

INCOMING U OF T STUDENTS WILL make their presence felt Sept. 7 with a parade through the neighbourhoods surrounding the university.

Organizers estimate that more than 6,000 students from all three campuses will participate.

"The parade is the really big highlight of the day for us because it brings together all the campuses," said Rick Teller, general manager of the U of T Student Union (UTSU). "One of our goals is to bring people together, to impress upon them the fact that we're a unified group of students."

The show of student spirit is part of the UTSU annual Orientation Day. "The theme for this year's orientation event is Pump It Up, so we're encouraging students to make some noise and have their voices heard," said Teller.

The day will kick off with University Fest, a showcase of the more than 400 recognized clubs and student groups on campus. The festival, which is expected to attract 10,000 students, is a key part of the day, said Teller.

"The University Fest has really important learning outcomes for people in terms of really adding value to campus life at U of T," he said. "Because [the university] is such a big, decentralized place, I think students sometimes feel a little bit at a loss, especially when they're probably a little bit trepidatious first coming to the campus, not knowing where to get hooked in, so the University Fest, I'd say, is probably the most important stop for people."

The Pump It Up theme extends beyond the fun activities planned for the day, including the annual student parade and outdoor concert, to UTSU's efforts to get

students interested and involved in important social issues, said Vita Carlingo, one of the orientation co-ordinators on the St. George campus.

"The tagline for the event this year is to be heard, so we're championing the causes of getting students to vote in October, as well as to continue in the fight against rising tuition fees, to get involved, to be aware of what [plans for] the student commons," said Carlingo.

The day's events will be capped off by an after-party at Hart House, a new event that was successfully introduced last year. Organized in conjunction with Oxfam Canada, the after-party will bridge the entertainment aspect of the event with the day's greater goal of raising social awareness, added Teller.

"A bit of a tradition in the last few years is to always try to incorporate into the fun aspects of things some social awareness campaign," he said. "We like to mix the fun and the socializing and the bonding with some kind of social awareness campaign."

Visit the UTSU website at [www.utsu.ca](http://www.utsu.ca) for more information on Orientation Day.



Vita Carlingo



Summer interns at the Centre for Community Partnerships helped organize Outreach 2007. (From left) Sam Xu, Jenny Shu, Linda Sun, Maryann Wijesinghe, Aurna Dey, Charlie Mao.

## Outreach 2007 Links U of T, Community

### Day of Service Planned for Each Campus

By Maria Saros Leung

IT'S TIME FOR STUDENTS, FACULTY and staff to roll up their sleeves once again and volunteer in the local community. Outreach 2007 is a university-wide event with a day of service planned for each U of T campus: St. George on Sept. 8, Mississauga on Sept. 15 and Scarborough on Sept. 21.

The event, now in its second year, provides the university with the opportunity to connect with neighbourhood and community groups and support agencies and charities.

The Centre for Community Partnerships is co-ordinating the placement of teams with hundreds of community organizations across the Greater Toronto Area. Participants can choose volunteer opportunities from a list of five possible themes: animals and the environment, health and well-being, young and old; hunger and homelessness; and social justice.

Participants can sign up individually, in groups or as team leaders who supervise 10 to 15 volunteers and work directly with the community partner.

For Susan Addario, director of Student Affairs, Outreach exemplifies one of U of T's core values, civic involvement. "We want to not only help students acquire the knowledge to shape their place in the world, we want to give them the skills to strengthen the communities around them."

Last year, more than 1,000 volunteers participated. Approximately 1,500 participants are expected at this year's event, which offers

**"OUR GOAL IS TO CHALLENGE STUDENTS TO THINK CRITICALLY ABOUT THE CONNECTION BETWEEN THEIR COURSEWORK AND THE SOCIAL ISSUES IN THEIR COMMUNITY SETTING"**

enhanced opportunities for learning.

"Participants not only take part in the service but they have the opportunity for reflection and to engage in discussion around some of the social issues the agencies are addressing," said Dawn Britton,

co-ordinator of community service programs at the centre.

For example, if a team volunteers at a long-term care centre, the day may include some discussion on the challenges of caring for an aging population in Canada.

"Our goal is to challenge students to think critically about the connection between their coursework and the social issues in their community setting," said Jenny Shu, a fourth-year student and head of logistics for this year's event.

Outreach also offers new students the opportunity to meet people with similar interests and allows returning students to reconnect with colleagues.

"Students often enter university thinking that they're never going to meet people who share similar interests. One of the lovely side benefits of this event is that students meet other people who are interested in doing something as part of a team and contributing to a community need," Addario added.

Visit [www.studentlife.utoronto.ca/community/outreach2007.htm](http://www.studentlife.utoronto.ca/community/outreach2007.htm) for more information on Outreach 2007 including registration forms.

## U of T Mississauga Students Reach Out to Newcomers

By Nicole Wahl

COMING FROM HIGH SCHOOL, where they have known peers and teachers for years, first-year students often find university a huge adjustment. Making sure they make the transition to university successfully is the goal of umONE, a pilot program from U of T Mississauga's office of student affairs and services, set to begin this September with a small group of commerce and management students.

The umONE program is designed to provide "just-in-time"

information for students as they move through the first days, weeks and months of their U of T Mississauga experience. The initiative has been designed based on the input of students and the bulk of the information and assistance that students receive will come from their peers.

"It's much more fresh and powerful to get information about your first year from a student who was just there the year before," said Chris McGrath, assistant dean of student affairs.

McGrath, who is leading the umONE charge, was also behind

its sister program, known as reZONE, which has helped more than 900 first-year residence students transition to university life in the last two years. Now, the umONE program will be offered to all non-resident commerce and management students in their first year.

Like reZONE, umONE will organize students into academic cohorts led by a senior student. The students have the opportunity to attend 12 seminar courses with their group. For example, one course might focus on study skills as mid-terms approach. The

courses will teach skills that will help the students adapt and succeed in their academic, as well as personal, lives.

In addition, the groups will attend six facilitated study sessions led by a senior student. Not only will this give the students an edge when it comes to studying but it will help solidify the personal relationships that McGrath expects the program to foster, as it has in reZONE. "We form instant communities for these students," he said.

Additionally, umONE is working with administrators of the U of T web portal to enhance

communications across these student groups using the technological methods that are virtually second nature to this generation.

Once students have completed 10 out of the 12 seminars, they receive a note on their official transcripts and they can move on to the final stage of the program — known as the Capstone project. Chosen and designed by each group, it gives the students an opportunity to use their skills on a project with real personal meaning.

First-year students can visit [www.utm.utoronto.ca/firstyear/](http://www.utm.utoronto.ca/firstyear/) to sign up for the umONE program.

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Department of Anesthesia*

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Join us for an evening talk on  
*Anesthesia & Pain Management*  
THURSDAY, SEPTEMBER 27, 2007

*Sunnybrook experts will discuss*

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- Dr. Gil Faclier, Anesthesiologist
- Post-Surgical Pain: What Are Your Treatment Options?  
- Dr. Colin McCartney, Anesthesiologist

Moderator: Dr. Sue Belo, Anesthesiologist

Please RSVP your attendance by September 25, 2007  
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Free Admission Free Parking, Garage One

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McLaughlin Auditorium, Sunnybrook Campus  
E Wing Ground Floor, 2075 Bayview Avenue



## Young to Become VP of Research

*-Continued From Page 1-*  
led to the establishment of two research consortia for the European Union funded within the EURATOM program.

"I feel privileged and honoured that I have the opportunity to

serve this great university as vice-president of research," Young said. "The landscape for our research enterprise is evolving. We need to sustain our momentum in basic research while capitalizing on new opportunities for

strategic research and knowledge transfer. Fortunately, we have a university rich with exceptional professors, staff and students who can rise to the interdisciplinary research challenges of the 21st century."

## Protecting Students' Privacy in Class

*-Continued From Page 1-*  
the videotaping to your professor."

Instructors can explain complex requirements in early lectures to give students so inclined the opportunity to make a different course choice.

For optional activities, such as providing student information to honour societies, students should be allowed to opt in or opt out.

Students should be informed which activities are course or program requirements and which are optional. Students should be unequivocally assured that participation or refraining from optional activities has absolutely no impact on academic or other official university outcomes. If an optional activity is useful or helpful, for example, to support academic performance, that information should be clearly conveyed.

FIPPA resources are posted on the provost's policies website:

FIPPA Q & As for Instructors and FIPPA — General and Administrative Access and Privacy Practices, which describes notice. You can link to them from

the Freedom of Information and Protection of Privacy (FIPPA) office site at [www.fippa.utoronto.ca](http://www.fippa.utoronto.ca).

The FIPPA office can be reached at 416-946-7303.

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## Breast Cancer Prevention Practices Vary

By Karen Kelly

**B**REAST CANCER PREVENTIVE PRACTICES for Canadian women carrying the cancer gene vary across the country, says University of Toronto research, and many women are not taking advantage of the options available.

The study, published in the journal *Open Medicine*, followed the experiences of Canadian women with a BRCA1 or BRCA2 mutation — a genetic mutation that predisposes them to an 87 per cent lifetime risk of developing breast cancer. Women carrying the gene have several options for cancer prevention including prophylactic surgery, chemoprevention and screening; however,

researchers observed significant differences across Canada in the uptake of these preventions, with women in Quebec the least likely to use preventive measures.

"We were very surprised by the discrepancy in preventive measures taken across the country," said Professor Kelly Metcalfe of the Lawrence S. Bloomberg Faculty of Nursing, lead author of the study. "The benefit of genetic testing is that we can identify women at high risk of developing breast cancer and hopefully reduce that risk. Ultimately though, women have to elect to undertake one of the options."

In the study, 672 Canadian women were identified as carrying the genetic mutation. Out of

the 342 women without breast cancer after four years, 157 (46 per cent) had not undertaken any cancer prevention option such as a mastectomy or taken drugs used in chemoprevention. Broken down geographically, 39 per cent of women with the genetic mutation in Ontario did not take preventive measures, 34 per cent in Western Canada and 62 per cent in Quebec.

"The numbers show a huge discrepancy," Metcalfe said. "This will have significant implications in terms of the numbers of cancers we see developing in this high-risk group. We still need to do more research to explain why these differences exist."

## Study Reveals Solar System Clues

By Karen Kelly

**A** UNIVERSITY OF TORONTO-LED study has uncovered tiny zircon crystals in a meteorite originating from Vesta (a large asteroid between Mars and Jupiter), shedding light on the formation of planetesimals, small objects that form the basis of planets.

To date, studying zircons in eucrites — meteorites formed by volcanic activity — has been difficult due to impact-induced fracturing and their small size, typically less than five microns. Most eucrites are formed within the asteroid belt that orbits Mars and Jupiter, a heap of astronomical debris from the earliest epoch of the solar system. In a study published in the recent issue of *Science*, researchers collected samples from eucrites found in Antarctica believed to have originated from Vesta. The

researchers used new technology to reveal that asteroid's boiling rock turned solid and crystallized within less than 10 million years of solar system formation.

"Until now we have not been able to determine this time frame unambiguously," said Professor Gopalan Srinivasan of geology, lead author of the study. "By pinpointing the time frame we're able to add one more piece to the geological and historical map of our solar system."

Scientists believe that at some point Vesta was quickly heated and then melted into a metallic and silicate core, similar to the process that happened on Earth. The energy for this process was released from the radioactive decay that was present in abundance in the early solar system. What has been unclear is when this process occurred.

Equipped with an ion microprobe, Srinivasan and colleagues from four institutions set to analyse the zircons in the eucrites, which formed when a radioactive element — hafnium-182 — was still alive. Radioactive hafnium-182 decays to another element — tungsten-182 — with a nearly nine-million-year half-life span. By studying zircons for their tungsten-182 abundance, the researchers were able to determine the crystallization ages of eucrites occurred within that time frame.

"Zircons on Earth and in space have basically the same characteristics," Srinivasan said. "We know Vesta became inactive within the first 10 million years of solar system formation, which is nearly 4.5 billion years ago. This provides a snapshot of the early solar system and clues to the early evolution of Earth's mantle and core."

## U of T Wins Early Researcher Awards

By Anjali Baichwal

**W**HAT CAUSES DEADLY FOOD-borne human diseases? What is the science behind the pulp and paper and printing industries? What genetic factors put some populations at risk for certain diseases? These are among the questions being investigated by U of T's latest recipients of Ontario's Early Researcher Award.

Twenty-seven researchers from the university won the award, given by the province to researchers who are within the first five years of an independent academic career. The award is part of the province's wider research and innovation strategy, which aims to attract and develop the most promising researchers.

"It is vital that we invest in our up-and-coming researchers," said Tim McTiernan, U of T interim

vice-president (research). "Our early-career colleagues bring fresh and innovative ideas to some of society's most pressing problems."

This third round of competition saw the government disburse \$14 million to 102 researchers — U of T researchers received about 30 per cent of the awards given out provincially.

U of T's winners of the Early Researcher Award were: Cristiana Amza of electrical and computer engineering; Christopher Beck of mechanical and industrial engineering; Warren Chan of biomaterials and biomedical engineering; Constantin Christopoulos of civil engineering; Susanne Ferber of psychology; France Gagnon of public health sciences; Stephen Girardin of laboratory medicine and pathology; Aron Hmelny of electrical and computer engineering; Dylan Jones of physics; Ben

Liang of electrical and computer engineering; Angus McQuibban of biochemistry; Avner Magen of mathematical and computational sciences at U of T Mississauga; Christopher Matzner of astronomy and astrophysics; Dae-Sik Moon of astronomy and astrophysics; Hani Naguib of mechanical and industrial engineering; Peter Newman of social work; Arun Paramakanti of physics; Milica Radisic of biomaterials and biomedical engineering; Konstantinos Sarris of electrical and computer engineering; Aron Shlonsky of social work; Karan Singh of computer science; Greg Steffan of electrical and computer engineering; Vincent Tropepe of cell and systems biology; Kevin Truong of electrical and computer engineering; Aron Wheeler of chemistry; Ning Yan of forestry; and Keiko Yoshioka of cell and systems biology.

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## Intellectual Property Policies Updated to



Tim McTiernan, executive director of the Innovations Group at U of T, is keen to see university research brought to market.

### Inventions Policy Encourages Disclosure, Commercialization

U OF T INVENTORS HAVE THE OPPORTUNITY TO tap into commercialization advice and market expertise at an early stage in the development process, thanks to a new university inventions policy.

Governing Council approved a new inventions policy for the University of Toronto June 25 as a way of decreasing the divide between discovery and application. Its focus is the development of an invention into commercial products or processes, known as commercialization. Inventors who work with the university's technology transfer office in the commercialization process gain the university's legal protection and access to commercialization services and market expertise offered by the Innovations Group, as well as a more beneficial revenue-sharing arrangement than under the previous policy.

"Application is an important part of the academic mission in a contemporary global society," said Tim McTiernan, executive director of the Innovations Group. "The rate and pace of change today demands that we find direct pipelines from a researcher's bench to the marketplace."

Early-stage advice might include tips on identifying research sponsors while the market expertise of the Innovations Group means researchers can access a wealth of know-how on licensing technology or forming spin-off companies. Newcomers to commercialization often don't have access to such vital expertise.

The new policy offers more profit for inventors who choose to commercialize with the support of the university. Sixty per cent of an

invention's annual net revenue now goes to the inventor, with 40 per cent to the university. This represents a dramatic improvement over the 2002 policy that typically gave these inventors only 25 per cent of the annual net revenue.

The service fee for the Innovations Group has also been lowered; the fee is now capped at 20 per cent of annual net revenue. Under the former policy, service fees were 50 per cent.

"Retaining fundamental principles from the previous version, the new policy now makes it easier for inventors to work with the university on disclosure and commercialization and provides a more advantageous model for revenue sharing," said Jason Bechtel, counsel in the office of the vice-president (research).

"It's a policy designed to optimize the balance of benefits to the university and the researcher as inventions are commercialized," McTiernan added.

The revised policy also takes into account the Innovations Group's (formerly the Innovations Foundation) recent move from an arms-length organization to an integral part of the university's research portfolio allowing the group to get involved with inventors at an earlier stage in the development process.

Government funding programs are increasingly looking at commercialization as a criterion for funding," said McTiernan. "As part of the larger research portfolio, we are now able to advise researchers on how to better structure their applications to address commercialization."

Visit [www.utoronto.ca/govcncl/pap/policies/invent.pdf](http://www.utoronto.ca/govcncl/pap/policies/invent.pdf) to view the new inventions policy.

### Copyright Policy Protects Expression of Ideas

FOR STUDENTS HURRYING TO PURCHASE THE REQUIRED readings for their fall courses, copyright may be the last thing on their minds. But for professors, copyright is a necessary tool for protecting the expression of ideas.

"A copyright policy such as U of T's ensures that authors retain control of their works, thus promoting the principles of academic freedom and independence," said Jennifer MacInnis, director of intellectual property and contracts in the office of the vice-president (research).

U of T's copyright policy is designed to protect ideas that are expressed as literary, scientific, technical or artistic works, in written form or as software. Governing Council first updated its copyright policy in 2002, 15 years after it was created, including instructional software under its umbrella. Recently, a pan-university committee reviewed the policy; it generally is working well.

Under the university's policy, an author owns the copyright of works born from their research and teaching or any instructional works. For example, if a professor writes an article containing her research findings, she owns the copyright to the article. And as copyright holder, she has the exclusive right to copy a work, or to allow someone else to do so, and has jurisdiction over the work's integrity, meaning that changes cannot be

made without her approval.

Exceptions occur when the university commissions specific works or when an author assigns copyright to the university through a written agreement, said Jason Bechtel, counsel in the office of the vice-president (research). If the university makes a direct investment in the creation of material, such as instructional software, then the author would normally retain copyright. "But if that instructional software is commercialized," noted Bechtel, "the policy outlines revenue sharing provisions between the university and the author." In cases where the author has made substantial use of university resources in creating the work, the university would receive 25 per cent of the net revenue from its commercialization.

For researchers who are considering developing an idea into a commercial product or process, the policy provides an opportunity for authors to document their rights through disclosure. Disclosure records the circumstances under which the work was created and identifies authorship or co-authorship.

MacInnis said the policy provides the creators of knowledge confidence that the expression of their ideas will be protected. Visit [www.utoronto.ca/govcncl/pap/policies/copyright.html](http://www.utoronto.ca/govcncl/pap/policies/copyright.html) to view the copyright policy.



Jennifer MacInnis, director of intellectual property and contracts, says copyright policy ensures authors retain control of their works.

## to the Benefit of Authors and Inventors

Stories by By Maria Saros Leung • Photos by Mike Andrechuk

### New Publication Policy Offers Protection and Transparency

A RECENT UPDATE TO U OF T'S PUBLICATION POLICY offers increased protection to research subjects and graduate students.

Approved by Governing Council May 30, the new policy harmonizes the university's policy with the Faculty of Medicine's 2006 Guidelines on Protection of Intellectual Freedom and Publication Rights and the comparable policies of U of T's affiliated teaching hospitals. The new policy is in place to ensure that research findings can be freely and promptly published. The policy changes resulted from consultations with members of the university community.

For Jason Bechtel, counsel in the office of the vice-president (research), the new policy is leading-edge in its commitment to integrity and transparency. "It really is the gold standard for a Canadian academic institution."

In human subject research, the 2007 policy states that a research sponsor cannot prevent disclosure of research results to study participants, the study steering committee, relevant research ethics boards and regulators if such disclosure is necessary to protect the health of the study subjects. "This is important if adverse events occur in the course of human subjects research," Bechtel said.

The policy also improves on its predecessor by ensuring the integrity of the research result is protected. "The sponsor does not have the right to hold back negative results and only publish the positive with attribution to the original authors," said Bechtel. While this clause was completely absent from the former policy, Bechtel said

that similar provisions have been included in individual research contracts. Including it in the publication policy goes even further to protect the integrity of the research result.

The updated policy has also reduced the defined period of delay for publications from a maximum of 12 months to a normal delay of 90 days with no more than six months as a maximum. This new provision is particularly beneficial for graduate students whose timely graduation could be jeopardized by publication delays.

"The new policy is an improvement as a year was an exorbitantly long time for a graduate student to wait to publish or present their findings," said Gina Maria Trubiani, president of the Graduate Students' Union. "The new policy must be viewed as a small but important step towards enshrining graduate students' academic freedom."

"The former publication policy, approved in 1975, was quite permissive in research sponsor involvement and allowing for delay in publication," said Bechtel.

"The new publication policy is a major improvement over the one it replaces," agreed Professor Peter Lewis, vice-dean (research and international relations) at the Faculty of Medicine. "It provides clearly defined boundaries which protect research integrity and the academic freedom of authors while not precluding the opportunity for scientists to benefit from sponsored research opportunities."

Visit [www.utoronto.ca/govcncl/pap/policies/pubs.pdf](http://www.utoronto.ca/govcncl/pap/policies/pubs.pdf) to view the publication policy.



Jason Bechtel says U of T's new publications policy raises the bar nationwide.

### Entrepreneurial Spirit Personified

IN THE WAKE OF THE RECENT EARTHQUAKE, PERUVIAN CONTRACTORS might want to get to know U of T engineering graduate Carlos de Oliveira.

Three years ago, de Oliveira was a graduate student in civil engineering. Today, he's the CEO of Cast Connex Corporation, a company created to sell his invention, a seismic-resistant joint for buildings constructed in earthquake-prone regions, such as Peru, a country recently victimized.

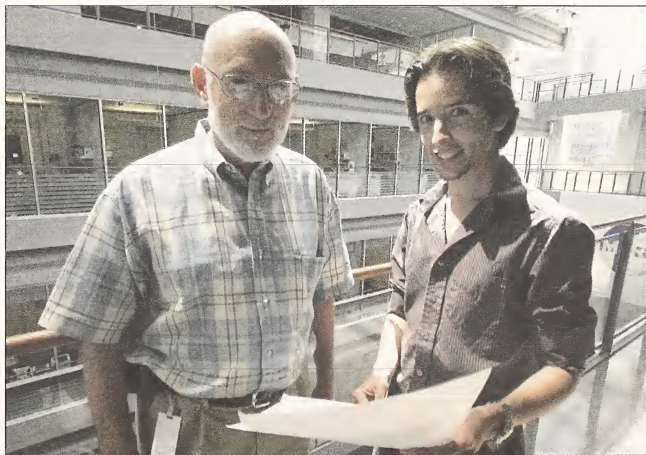
Currently, most buildings are constructed using manually-fabricated connections that anchor hollow bracing members (a type of steel tubing) to the structure's frame. While these brace connections can resist typical lateral forces, such as wind, they are susceptible to fractures during earthquakes, putting a building's structural integrity at risk.

Why current braces fracture has a lot to do with how they are connected, said de Oliveira. While completing his master's thesis under the supervision of Professors Jeff Packer and Constantin Christopoulos of civil engineering, de Oliveira came up with a novel solution. He designed a joint which forms a complete connection around the cross-section of the steel member. Since the brace is affixed by a greater portion of the steel, de Oliveira believed it would allow the brace to absorb the seismic energy. Tests in the lab proved him right.

The trio disclosed the invention to the university, filed a provisional patent and began working with the Innovations Group. It arranged for legal representation by experts in patent and trademark law, who helped de Oliveira apply for a full patent for his invention. The next step was to commercialize.

"There are two principal ways that commercialization can occur," explained Cyril Gibbons, U of T's director of commercialization, physical sciences and engineering. "A technology can be licensed to an existing company, or a new company can be created."

De Oliveira decided to form a company to better meet the



Inventor Carlos de Oliveira (right) discusses his product with U of T's director of commercialization for physical sciences and engineering, Cyril Gibbons.

needs of the market. "Our goal is to sell to the fabricators who construct the buildings and get the structural engineers to specify the product."

The Innovations Group helped CastConnex to incorporate. The company then signed an exclusive technology licensing agreement, making it licensed to sell and produce its product. It's been just six months since de Oliveira formed CastConnex but he's already attracted attention. The company has a firm commitment for a seed investment and his invention

was featured at the 2007 World's Best Technologies Showcase.

De Oliveira has a busy year ahead of him as he aims to have his product ready for market by April 2008. He has already submitted funding proposals to the government for prototype development and financing.

"Taking a concept from proof of principle in the university laboratory through to commercialization requires drive and a special entrepreneurial spirit," said Professor Paul Young, chair of civil engineering and incoming vice-president (research).

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# AFTER STUDENT REMOVED, WHAT NEXT?

I was a little disheartened to read the Forum article in the June 26 issue of *The Bulletin* (Stemming School Violence). While removing a "troubled" student and preventing her from causing harm to others is important, there was very little said about what happens next. Once the student is removed from the broader population, then what? Is there a commitment to follow up and ensure the student gets the help she needs? Who is responsible then?

STEVEN DE SOUSA  
TORONTO

# PROUD GRADUATE

I recently received a newsletter including President David Naylor's letter to Ms. Sally Hunt of the British University and College Union regarding the Israeli boycott.

Israel, the only true democracy in the Middle East, needs all the support it can get from the outside world. The British

academics have forgotten the history of the Second World War and especially that their own country had created the problems in the Middle East the world is facing today I hope that history does not repeat itself.

I'm very proud to be a graduate of the University of Toronto, the class of 1972.

GILBERT GLUCK  
ALUMNUS

# A TRIBUTE TO ROSE PATTEN

On June 25, 2007, members of Governing Council gathered at Massey College to honour and bid farewell to one of their own: Rose Patten, much beloved chair of Governing Council.

Rose has been a member of Governing Council since 1998; vice-chair from 2002 to 2004; and chair since 2004. She is perhaps the only chair in the history of Governing Council to have served through three University of Toronto presidencies.

It has been my honour and privilege to have worked with Rose on the executive committee for two of the three years that I have been on Governing Council. As I got to know her, I found Rose to be a kind and caring person, someone in whom I could confide, someone never too busy to listen and someone who always has a kind word for

everyone. I also learned much under Rose's leadership. She sets high standards and expectations for those around her but never higher than the standards and expectations she sets for herself. Rose embodies the essence of mentoring; she has that wonderful knack of challenging us, encouraging us and inspiring us to realize our fullest potential. Her mentoring provided us an experience that is priceless.

Rose's perspective on governance can be summed up in three words: insight, foresight and oversight. It is a simple yet profound principle — and one that has now been adopted by the City of Toronto.

As chair of Governing Council, Rose demonstrated ethical leadership, respectful governance and an embracing inclusiveness. Her emphasis on, and commitment to, inclusiveness and equity has earned her a special place in the hearts and minds of students, staff and faculty alike.

Rose has served with grace and distinction and U of T is a better place today because of her courage, vision and leadership. She has been an inspiration to us all and has earned our profound respect and eternal gratitude. On behalf of all administrative staff at U of T, thank you, Rose.

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**Evelyn Sommers, Ph.D., Psychologist,** provides psychotherapy and counselling for individuals and couples from age 17. Covered under U of T benefits. Yonge/Bloor. Visit: www.elskibels.ca; call 416-413-1098; e-mail for information package, eks@passport.ca

**Individual psychotherapy for adults.** Evening hours available. Extended benefits coverage for U of T staff. Dr. Paula Gardner, Registered Psychologist, 114 Midland St. (Wellesley & Jarvis). 416-576-2957.

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Ads will not be accepted over the phone. To receive a tearsheet and/or receipt please include a stamped self-addressed envelope. For more information please call (416) 978-2186 or e-mail mavis.palencia@utoronto.ca.



## LECTURES

### Thinking Like a Mountain.

TUESDAY, SEPTEMBER 4  
Robert Bateman, artist. Isabel Bader Theatre, Victoria University. 7 p.m. Tickets \$20, students \$10 (limited availability). 416-978-8849, www.uofutts.ca. Forestry

## SEMINARS

### The Art and Science of Creative Thinking.

MONDAY, AUGUST 27  
Prof. Mel Rosenberg, University of Tel Aviv. 237 FitzGerald Building, 150 College St. CTHR Group

### On the Muslim Question: Rerarticulations of U.S. Racism Since 9/11.

TUESDAY, SEPTEMBER 11  
Prof. Leonor Medovoi, Portland University. 108N Munk Centre for International Studies. 2 to 4 p.m. Study of the United States

## EXHIBITIONS

### ROBERTS LIBRARY Seas of Ink: Books by Canadians Recommended by U of T Library Staff.

TO AUGUST 31  
Fifth annual summer reading exhibition features 54 books by Canadian authors. First-floor exhibition area. Hours: Monday to Thursday, 8:30 a.m. to 11 p.m.; Friday, 8:30 a.m. to 6 p.m.; Saturday, 9 a.m. to 5 p.m.; Sunday, 1 to 6 p.m. Information: www.libraryutoronto.ca/event/canadian.

### THOMAS FISHER RARE BOOK LIBRARY

#### "The Age of Guessing Is Passed Away."

TO AUGUST 31  
Part of the continent-wide commemoration of the bicentennials (2007-2011) of David Thompson, land geographer, features manuscript narrative of his travels and other writings in an examination of the role of the fur trade in the mapping

of Canada. Hours: Monday to Friday, 9 a.m. to 5 p.m.

### OISE/UT OISE D&A

TO NOVEMBER 18  
An exhibition celebrating the design, art and architecture of the Ontario Institute for Studies in Education of the University of Toronto. Library ground floor, 252 Bloor St. W. Hours: Monday to Thursday, 9 a.m. to 8 p.m.; Friday and Saturday, 1 a.m. to 5 p.m.



## HEADLINES

Please note that information for the Events listing must be received at The Bulletin office, 21 King's College Circle, by the following times:

Issue of September 11 for events taking place Sept. 11 to Sept. 25 **Tuesday, August 28.**

Issue of September 25 for events taking place Sept. 25 to Oct. 10 **Tuesday, September 11.**

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<p>Tuesday, September 11th: 10a.m. - 7p.m. Admission: \$2.00 (free with student card)</p> <p>Wednesday, September 12th: 10a.m. - 7p.m. Thursday, September 13th: 10a.m. - 7p.m. Friday, September 14th: 10a.m. - 7p.m. Saturday, September 15th: 10a.m. - 5p.m.</p>	<p><b>EARLY BIRD</b></p> <p><b>FREE ADMISSION</b></p>
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# INTEGRATIVE THINKING

*Educating the thinker of the future requires business educators to become “intellectual entrepreneurs”*

By ROGER MARTIN and MIHNEA MOLDOVEANU

CURRENT APPROACHES TO BUSINESS EDUCATION ARE BASED ON A MODEL THAT HAS become increasingly incapable of bridging the gap between the problem solving means of the past and the complex problems of the immediate future. A new model is needed — one that turns its back on formulaic approaches to solving problems and acknowledges the vital role of integration in modern business.

The high-value decision maker of the future will be a manager of complex interactions who faces a multitude of inputs on a daily basis — different value systems, ways of knowing, ways of acting and relating, ways of managing and ways of choosing between them. Decision makers will be called upon to internalize the clash among multiple models of the world and resolve it productively. The skills required to accomplish this are tacit — unlike many skills of the industrial age, they cannot be automated.

At the Rotman School of Management we are making progress on identifying and developing the tacit skills that make a difference to the solution of multi-layered problems with no definitive formulation or solution.

## The Role of Integration

Let us consider a typical example of the high-value decision maker in action: a general manager at a telecommunications equipment firm attempting to bring to market a new cellular voice/database station. The manager must motivate, monitor, co-ordinate and negotiate with experts with varied disciplinary backgrounds, who generate arguments patterned on the underlying logics of different basic sciences.

Successful integration is essential to our manager: the value of this decision maker to the organization increases exponentially with her ability to successfully resolve the fundamental tensions that emerge among contributors.

Two features of the integrative function are apparent here. First, integration is inevitable. Bankruptcy, for instance, is an integrative outcome: integration of all of the causal chains making up the organization takes place — even though nobody sets out to make it happen. A given manager becomes a high-value decision maker by making the reality of integration happen more successfully.

Second, the integration function cannot be outsourced, because the result of outsourcing it would be a loss of the full benefit associated with it. Because much of the integration function occurs in the tacit skill domain, it would have to be somehow later duplicated inside the organization — precisely what integration is not amenable to.

## A Sketch of Integrative Thinking

Integrative thinking can be defined as “the ability to think and act responsibly and respectfully in the face of multiple and possibly conflicting models of oneself, others and the world.” The successful integrative thinker creates value through the creative resolution of tensions between such models, interacting successfully in predicaments that are unstructured, ambiguous and complex, calling for the integration of disparate knowledge structures and behavioural patterns into a single action plan.

At the opposite end of the spectrum is the cognitive narrowing of managerial predicaments along disciplinary lines via the use of pre-existing models, which epitomizes a patently non-integrative way of being. For instance, rather than a store clerk defining the desired outcome as “a satisfied customer,” she may define the outcome as “a customer interaction in which each step of the prescribed procedure was dutifully followed.” If customers disappear because of indifferent service and the store goes out of business, in her mind it isn’t because of her error but rather exogenous factors beyond her control.

Following are two real-life strategic resolutions that exemplify the integrative skill:

- Richard Currie created the President’s Choice hidden private label products for Loblaw as a way of resolving the conflict between the goals of providing both low prices for consumers and high profit margins for Loblaw.
- Moses Znaier made Citytv into the quintessentially local television station — a globally licensed concept successfully replicated in 22 other countries — as a way of providing a strategy that is responsive to both the globalization of the media business and the yearning of viewers for local feel and content.

## The New Managerial Virtues

We believe that there are three managerial virtues that we should aim to cultivate and develop for the 21st century. The local television station that Znaier envisioned is a “micro-world” — a community of practice and discourse — that is radically and fundamentally different from the cosmopolitan station — another such micro-world. Znaier therefore had to possess the nimble-mindedness to understand different micro-worlds and to mentally walk around in them in order to internalize just how deep the tension between them really is.

Once this tension has been understood, the integrator requires the big-mindedness to simultaneously hold the competing models while retaining the ability to function. Subsequently turning the new insight into action requires tough-mindedness — the willingness to try out behaviour and allow ideas to die if they are found wanting.

## The Outdated Model: Business School 1.0

While the skills we describe here are not currently being widely trained or cultivated, we believe that business academics are equipped to develop such virtues in MBA students.

A sketch of Business School 1.0 reveals an organization of teaching and research that mimics the functional structure of the business organization. Within this model, business academics perform research in narrow fields and create models for understanding their particular area. Faculty then teach their models to students, who are predisposed to embrace these narrow perspectives.

True tension has little opportunity to flourish in this setting, which lacks the very clash that is so prevalent in the business world, where predicaments do not come packaged as specialized problem statements, and it is up to the high-value decision maker to choose between radically different approaches.

## A New Way to Teach

There are encouraging signs in the world of modern business education — Business School 2.0 — that, together, amount to the seeds of a new way of teaching and researching. The traditional silos are now buttressed by basic social sciences, creating a foundation for carrying out dialogues that transcend the boundaries of narrow disciplines. New disciplines such as behavioural finance and even organizational neuro-psycho-socioeconomics are now taking root in business schools, a hopeful sign that the inner workings of the mind are now being considered in a business context.

We are faced, then, with a significant opportunity for momentous change in the MBA.

1. We can exploit the increased pluralism and widening dialogue that has emerged around the business school to design educational experiences that develop big and nimble minds, used to seeing situations through multiple lenses and increasing the competence of the decision maker to deal with radical conflict.
2. We can harness the new emphasis on the use of knowledge as a design tool to create experiences that allow the thinkers of the future room to experiment. Rather than conveying strategic frameworks, we can teach a basic repertoire of skills that can be deployed to create new models for new situations.
3. We can develop tough-mindedness by fostering the falsificationist approach of scientific inquiry whereby individuals design tests of the effectiveness of their strategies aimed at disconfirming or falsifying, rather than confirming them.

## Teaching Tacit Skills

An approach that holds promise for the development of the skills we describe is the practicum. At the Rotman School, we have introduced the Integrative Thinking Practicum, a program comprised of three modules.

Initially piloted as an elective course for first-year students, it was introduced as part of the required first-year MBA curriculum in the 2006-07 academic year.

The first module aims to teach students to become creators and developers of models of human and organizational behaviour. Students are introduced to a basic repertoire of cognitive tools that can be deployed to build detailed models of actual human and social processes. They are taught to view model building as a way of (a) solving problems that do not come pre-packaged in a disciplinary language and (b) as a way of understanding others’ representations of the problem at hand.

The second module attempts to develop experimentalists and falsificationists. Students are encouraged to see their world as an experimental playground — as a sequence of experiments designed to test their hypotheses, designed explicitly to put those hypotheses in danger.

The third module aims to stimulate and develop in the trainee the design capability of the social engineer by getting students to reverse-engineer and re-engineer their own behaviour according to their aims.

## In Closing

Designing and educating the thinker of the future requires business educators to become “intellectual entrepreneurs,” experimenting with the educational experience itself to develop a new way to think. And even though the work ahead for the prospecting of integrative thinking is strenuous, there is little doubt that it is worth undertaking. For who else will solve the problems of the future for us?

Roger Martin is dean and professor of strategic management at the Rotman School. His second book, *The Opposable Mind: How Successful Leaders Win Through Integrative Thinking*, will be published in December 2007 by Harvard Business School Press. Mihnea Moldoveanu is director of the Desautels Centre for Integrative Thinking and an associate professor of strategic management at the Rotman School. This piece first appeared in Rotman Magazine ([www.rotman.utoronto.ca/news/magazine.htm](http://www.rotman.utoronto.ca/news/magazine.htm)).

